

Mr. Edward A. Schroer, Director  
Division of Executive Manpower  
Planning and Development  
Bureau of Executive Manpower  
U.S. Civil Service Commission  
1900 E Street N.W.  
Washington, D.C. 20415

Dear Mr. Schroer:

In my letter to you dated 28 April 1972, I highlighted a number of views, purposes, and approaches guiding this Agency in the establishment of an executive development program consonant with the Guidelines for Executive Development in the Federal Service. Since April, we have directed most of our efforts towards gaining an Agency-wide appreciation of the need for implementing an ED program.

Developments during the past six months have been noteworthy, if shy in several of the areas mentioned in FPM 412-1 as areas of expected progress by 30 September. As noted in April, the Agency's principal system for accomplishing the identification and personal development of executives and pre-executives is its new Personnel Movement and Management Program. We have not progressed to the point of actual installation and operation. As a consequence, we are not yet in a position to respond, in a manner consistent with security considerations, to the specific questions asked in item 3 of the timetable, FPM 412-1, namely, number of high potential managers identified; number of individuals by grade for which development plans have been prepared; and the number of people on developmental mobility assignments.

Although we have not met all of the particulars in your timetable for September, we have concentrated on executive development to the extent that we believe that commitment and involvement at all organizational levels are indispensable ingredients of success, taking precedence over pro forma systems and compliance. From comments of our representative at the FBI Seminar on Executive Manpower Management and the Conference on Implementing the Executive Development Program, we believe that thoroughness and soundness of programing are desirable objectives of the CSC as well.

Last spring it became apparent that the educational process of launching an ED program would be a time consuming effort requiring

painstaking work and leadership by the Agency's senior officials. We recognized that policy directives could only start the tedious and complicated task of an Agency-wide review of the potentialities of individual employees for executive positions and their specific developmental needs. Conscious of this fact, we were able to define the procedural steps of P&P with relative ease, but we have moved with deliberate speed toward the formal launching of P&P. Throughout these past months, the burden of the task has been borne personally by the Executive Director-Comptroller and the Deputy Directors as members of the EDRB, with staff assistance from me, as the EDAO. The steps and forms in the enclosure are the products of our deliberations, and we hope to see their Agency implementation by early 1973.

In support of the basic ED system, the Agency has made considerable headway in linking training resources to executive development. We instituted a Senior Seminar for executives and are considering a Leadership Conference for Supergrades. The Agency has also prescribed a set of core courses to be taken by promising professionals, and it is in the process of defining with greater particularity entry requirements into these courses. In addition, we are thinking about an intensive management applications course that would provide a comprehensive, practical review of the basic things executives should know to be effective in the Agency.

Regarding your question concerning the number of people on developmental mobility assignments, recently the Agency's senior officers discussed possible ways of increased personnel movement of executives and other professionals for operational developmental purposes. Although the problem of achieving meaningful rotations exists here, as elsewhere in the public and private sectors, the Director and Executive Director-Comptroller have evidenced their interest in making a fresh, constructive start in this direction. Accordingly, a policy paper now under review would require all of the career services in the Agency to formalize rotation plans for subsequent approval and monitoring by the Deputy Directors concerned.

In response to items 1 and 2 of the timetable in FPM Ltr. 412-1, ED goals and guidelines will soon be given wide dissemination to Agency managers and employees. The draft of these materials is now being reviewed by the members of EDRB.

I hope this letter and the enclosure sufficiently reflect the significance the Agency attaches to executive development. The pro-

gram has been and remains a priority concern of the senior management of the Agency.

Please advise if I can be of any further assistance.

Sincerely,

Harry B. Fisher  
Director of Personnel

Enc

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OP/P&C/PS: [REDACTED] vs (2 Oct 72)

STATINTL

*Note - This response was rewritten to some extent by PPB and D/Pers - no copy provided P&C - Jgm*

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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

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D/Pers  
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EXTENSION

NO.

DATE

2 October 1972

TO: (Officer designation, room number, and building)

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OFFICER'S  
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COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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Attached is the report due CSC, as of the end of September, on the Agency's progress in implementing the Federal Guidelines on Executive Development (a copy of the CSC timetable is included in the reference papers). You may recall the CSC intends to review our September report and combine it with the plans of other Federal agencies into a progress report to the President.

I prepared the September report for my signature as the EMO. Your approval is requested because of your personal interest and involvement in Executive Development.

In our April report to the CSC, we generally described the Agency's ED approach, including our plan to rely upon PMMP as the principal method of identifying and developing candidates for executive positions. (See references)

The Commission's timetable presumes a level of operational activity by September. Although PMMP has not yet been implemented, I believe it is important to reveal, as specifically as we can, the detailed procedures that the Agency plans to use. Accordingly, I have enclosed the PMMP steps and formats applicable to the Agency's executive development program.

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